

CEO Report

#72 March 2021



Council respectfully acknowledges the Yalukut Weelam Clan of the Boon Wurrung. We pay our respect to their Elders – past, present and emerging. We acknowledge and uphold their continuing relationship to this land.

CEO Report

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This report uses the best available information. While care has been taken to ensure the content in the report is accurate, it cannot be guaranteed at time of publication. There may be errors and omissions, or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information and subject to change.

As we settle into a COVID-normal way of life in Port Phillip, Council's focus remains on the health, wellbeing and connectedness of our community.

PETER SMITH
CEO City of Port Phillip



Welcome to the March issue of the CEO Report

Shape the future of live music and libraries

As part of our Art and Soul strategy, draft action plans have been developed, acknowledging the vital importance libraries and live music have in our community – culturally, socially and economically – and detail the actions we will take to ensure that they thrive into the future.

The draft plans were released for community consultation in early February 2021. Visit [Have Your Say](#) to read the draft plans and provide your feedback by 7 March 2021.

Neighbourhood conversations

Over the last few weeks, we have been out in each of our neighbourhoods chatting to you about what's important in your neighbourhood and City.

We'll be popping up in your neighbourhood again in May, August and November 2021 to continue the conversation about what's matters and hear your feedback on several topics.

Sign up for updates on [Have Your Say](#) to find out when we'll be in your neighbourhood next.

South Melbourne Market strategy

South Melbourne Market is a much-loved shopping destination. Now, as we navigate out of the COVID-19 pandemic, it is crucial that the market has a

strong framework to continue delivering a positive and enjoyable experience to our community, a safe and prosperous place of trade for the business owners, and a financially sustainable asset for Council.

The Market has sort feedback from various stakeholders on the strategic plan and using to influence the strategic plan to guide the market over the next five years. A revised draft will be presented to Council for consideration in coming months.

Website Launch Update

The South Melbourne Market website was launched this month. This is the seventh website launch as part of our Customer Experience Program over the last year. The new website showcases the beautiful South Melbourne Market using fantastic imagery and we believe this enhances the market's offerings to the community. There will be two further websites that will go live in the coming weeks – Libraries and the Esplanade Market.

Supporting our City

As we settle into a COVID-normal way of life in Port Phillip, Council's focus remains on the health, wellbeing and connectedness of our community.

An important part of this is the ongoing support that we're extending to local business. We have a range of programs and

initiatives in place, and I've written about our recent Live Love Local campaign in previous reports.

We've also launched Hidden Gems on the Love South Melbourne App, inviting visitors and community alike to explore South Melbourne for a chance to win weekly exclusive experience packages. Find out more at: southmelbourne.lovelyplace.com.au/find-south-melbournes-hidden-gems-and-win.

These are just some of the ways we can all support our City.

Community Engagement Policy

Council adopted a Community Engagement Policy at its 17 February 2021 Ordinary Meeting, in line with new requirements under the *Local Government Act 2020*.

Council sought community feedback on a draft Community Engagement Policy in December 2020. This feedback included a survey that focussed on the community's level of agreement with proposed policy outcomes, as well as the level of community alignment with proposed promise statements in the draft policy.

Feedback from the consultation was considered as part of finalising the policy, and we thank everyone who contributed to the development of this important policy.

Regards, Peter Smith

Delivering on the Council Plan

The Council Plan 2017-27 is structured around six strategic directions and the health and wellbeing outcomes we want to achieve for our City by 2027. We set out how we will address and track our progress on these strategic directions through a range of strategies, actions and measures.

The Council Plan commits us to a project portfolio worth more than \$54 million in 2020/21.

This section provides a detailed update on the status of each major initiative in the plan and the overall project portfolio for each of the directions with the data available at the end of January 2021.

Guide to reading this report

The symbols below are used to indicate the status of a measure or current milestone within a project or strategy.

They do not convey the overall tracking of a project or strategy beyond the current milestone, and further information is provided in the report that explains the overall status. As all elements are weighed equally the relevant milestone could be significant or small.



On track

Latest result has achieved target for measure. On track across all elements.



At risk

Latest result experienced a minor miss in relation to target for measure. One or more elements are at risk.



Off track

There is a significant large variation from targeted result for measure. Off track for one or more elements.

DIRECTION 1 We embrace difference, and people belong

A safe and active community with strong social connections

An increase in affordable housing

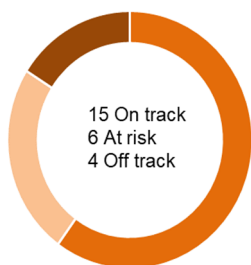
Access to services that support the health and wellbeing of our growing community

Community diversity is valued and celebrated

Report on outcomes

Performance data for this strategic direction is measured on a quarterly and annual basis. There are no monthly service measures available for reporting in January 2021.

Portfolio status



25 Projects under Direction 1

Key updates

Program/Project


Highlights

Despite COVID-19 impacting timelines for many projects we are proud of our officers for striving towards the agreed outcomes.

The timeframe of implementation has been impacted by COVID-19, 15 projects have remained on track.

Major initiatives status updates

Status	Comments	Current approved completion	2020/21 Forecast \$'000
In Our Backyard Strategy Implementation			
▲	<p>Project is at risk.</p> <p>Implementation remains at risk due to earlier delays in Victorian Government project funding. New and emerging stimulus funding from the Victorian Government's 'Big Housing Build' are now providing the best opportunities for delivery of new housing projects in the city in the next five years, including 141 units with confirmed Victorian Government funding. The two key current focuses of the program are:</p> <ol style="list-style-type: none"> 1. Working with the Victorian Government and St Kilda Community Housing (St KCH) to progress development of supported social housing, using the Common Ground model, following Council's decision on 2 September 2020 to contribute \$4 million in cash towards delivery by St KCH of a Common Ground facility at 28 Wellington Street, St Kilda, to provide long-term housing for persons who are sleeping rough. 2. Investigating / brokering property and project opportunities for the delivery of new affordable 'build to rent' housing on private land, leveraging 'Big Housing Build' funding. <p>Officers continue to advocate to Victorian Government to achieve ongoing support to achieve this project.</p>	Jun 2021	178

Status	Comments	Current approved completion	2020/21 Forecast \$'000
North Port Oval Upgrade			
	<p>Project is at risk.</p> <p>Ongoing preliminary design work has contributed to a delay in confirming the project scope. The design work includes perimeter fencing, sports field lighting location and public access gates.</p> <p>Stakeholders and user groups are being engaged to provide input before the full scope of the work is finalised.</p>	Jun 2022	25

Approved or pending project changes

Childcare Centre Fence Compliance

Additional compliance items were identified outside the original scope. New cost estimates have resulted in the requirement of an open tender process and the building permit approval process, impacting the overall schedule of the project.

DIRECTION 2 We are connected and it's easy to move around

An integrated transport network that connects people and places

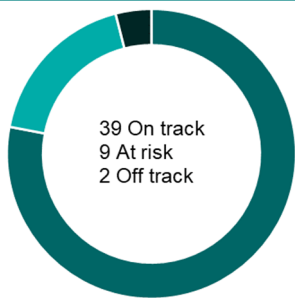
The demand for parking and car travel is moderated as our City grows

Our streets and places are designed for people

Report on outcomes

Performance data for this strategic direction is measured on a quarterly and annual basis. There are no monthly service measures available for reporting in January 2021.

Project Portfolio status



50 Projects under Direction 2

Program/Project	Key updates	Highlights
	Officers are working closely with the Department of Transport to propose improvements to public transport in Port Phillip. Our focus is on making tram and bus services more reliable and frequent, upgrading the tram network, and providing better travel options for the Fishermans Bend community. The Department of Transport is responsible for public transport and communication and engagement of any future changes. Council's Move, Connect, Live – Integrated Transport Strategy supports a well-connected transportation future for our City, to make it easy for people to move around and connect with places in a way that suits them as our City grows. You can read the strategy on Council's website at: portphillip.vic.gov.au/about-the-council/strategies-policies-and-plans/move-connect-live-strategy	

Major initiatives status updates

Status	Comments	Current Approved Completion	2020/21 Forecast \$'000
Move, Connect Live - Integrated Transport Strategy (ITS) Implementation			
✓	Program is on track. See page 9 for details on progress against the Integrated Transport Strategy.	Jun 2028	215
Shrine to Sea Boulevard			
✓	Project is on track. The Shrine to Sea project is being led by the Department of Environment, Land, Water and Planning for the Victorian Government in partnership with Council. Officers are working as a key stakeholder to secure improved public space, safer transport connections and community engagement within the City of Port Phillip. This month, officers progressed the implementation of a safety trial at the intersection of Kerferd Road and Montague and Herbert Street, St Kilda. Notification occurred in the first week of February, with installation in mid-February 2021.	2023	0

Approved or pending project changes

Laneway Renewal and Upgrade Program

Deferral of works on the reconstruction of Laneway R1475, Gourlay Street, Balaclava to 2021/22 due to the increased cost of other laneways in the annual program.

Move, Connect, Live – Integrated Transport Strategy 2018-28

The Move, Connect, Live – Integrated Transport Strategy 2018-28 provides a considered approach to make it easy for people to move around and connect with places in a way that suits them as our City grows.

Action progress: The implementation program for the Integrated Transport Strategy is on track. Of the 42 actions outlined in the strategy, 39 actions are in progress, one action has not started, and two actions are completed.

Updates: **Action 7 Deliver Blackspot safety improvements at high collision locations:** Completion of community engagement and detailed design for traffic management works at Alma Road and Alexandra Street. A submission was made to the Federal Blackspot Program for funding to construct the safety improvements in 2021/22.

Action 9: Ensure our streets and places are safe and inclusive by applying “access for all” standards for vulnerable user groups (upgrading parking for people with disabilities, pedestrian facilities, lighting, security etc): Planning and design has commenced for the 2020/21 program of upgrades of existing accessible parking spaces to comply with the Disability Discrimination Act (DDA) regulations. Each financial year there is an allocated \$35,000 for an upgrade of existing disabled parking spaces in commercial areas that are non-compliant to upgrade them to the current DDA compliant requirements. Officers are assessing and redesigning of up to five spaces that are expected to become compliant by the end of this financial year.

Action 13 Complete the intersection upgrade of Wellington Street to improve traffic safety, and pedestrian and bike riding facilities: Construction of upgrade works is expected to commence in March 2021.

Action 16 Work with school communities to support active travel to school as a popular, safe and easy travel option: Road decals were installed for Healthy Tracks to Galilee Regional Catholic Primary School and South Melbourne Park Primary School. Support and partnership with schools is resuming following the easing of COVID-19 restrictions. Seven schools have registered to run Ride2School day events in March 2021, and officers are working with schools to support other active travel activities.

Action 18 Deliver a network of dedicated and continuous priority bike lanes to create safer routes for all ages and abilities – Garden City Bike Corridor: Community engagement for the project has commenced with a notification letter being sent out to residents advising of the proposed bicycle corridor.

Action 22 Encourage and support the community to ride bikes: Officers are working with South Melbourne Market and Back 2 Bikes to re-start the monthly **Pop Up Bike Repair** program for community members to get their bikes serviced in this new COVID-normal. In conjunction with the cities of Melbourne and Yarra, Council has engaged RACV to delivery **Let's Ride Melbourne**. The program has launched and included two community bike courses in Port Phillip on the 24 and 27 February 2021 and a website with bike riding information, journey planning and free bike assistance from RACV and Let's Ride marketing.

Challenges:

Action 18: Deliver a network of dedicated and continuous priority bike lanes to create safer routes for all ages and abilities – Inkerman Safe Travel Corridor: Due to budget amendments and further increased projected costs this project is awaiting Council review and approval.

DIRECTION 3 We have smart solutions for a sustainable future

A greener, cooler and more liveable City

A City with lower carbon emissions

A City that is adapting and resilient to climate change

A water sensitive City

A sustained reduction in waste

Climate Emergency Declaration

The City of Port Phillip declared a Climate Emergency at the 18 September 2020 Council meeting. The declaration acknowledges that Council was already providing a comprehensive response to the climate emergency through the Act and Adapt Strategy and other strategies. Council is now focused on embedding the declaration in relevant policies and strategies, seeking opportunities to highlight the emergency with the Victorian and Australian governments and supporting the community to take their own climate actions.

Service measures

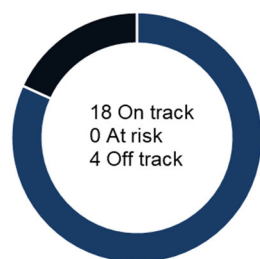


Report on outcomes

Two indicators measuring performance for March 2021 are under this strategic direction.

In January 2020, 4.2 megalitres of water came from alternative sources, bringing the year to date measure up to 10.6 megalitres. The annual target is 30 megalitres and this result is expected to increase throughout the year. Investments in fossil free institutions is 62 per cent, within target range of 60 to 80 per cent.

Project Portfolio status



22 Projects under Direction 3

Key updates

Program/Project

New electric vehicle charging stations



Highlights

We've installed two free electric vehicle charging stations at the South Melbourne Market rooftop carpark and they're ready to use! The charging stations will be powered in part by the 612 solar panels on the roof of the market and are compatible with all electric vehicles and models. Council is also working with partners and electricity providers to install more charging stations across Port Phillip. If you're one of the 300 or more local residents who owns an electric or hybrid vehicle be sure to plug in next time you're at the market.

Major initiatives status updates

Status	Comments	Current approved completion	2020/21 Forecast \$'000
Act and Adapt - Sustainable Environment Strategy Implementation			
✓	Program is on track. See below for more details on progress against the Sustainable Environment Strategy.	Jun 2028	220
EcoCentre Redevelopment			
-	Project is on hold Pending the announcement of the Victorian Government 2021/22 budget in May 2021. If funding is provided, Council will consider next steps for delivery of construction.	May 2023	926
Don't Waste It! - Waste Management Strategy Implementation			
✓	Program is on track. See page 12 for details on progress against the Waste Management Strategy.	Jun 2028	881

Act and Adapt – Sustainable Environment Strategy 2018-28

The Act and Adapt – Sustainable Environment Strategy 2018-28 was developed to help address climate change and improve waste and water management as well as other sustainable environment challenges. It was endorsed by Council and outlines 31 actions to be delivered in 2020/21.

Overall progress

The sustainable environment strategy delivery is on track. All 31 actions are in progress.

Updates

Highlights in January 2021 included:

Action 1 Greening Port Phillip: Procurement has been completed and construction works are due to commence in February and March 2021.

Action 7 Sustainable City Community Action Plan: Collaboration on community renewable energy projects progressed, work is underway to contact large industrial energy users and planning for the Environmental Leaders program commenced, with recruitment for the program commenced in February 2021.

Action 15 Energy Efficient Streetlighting Upgrade: Planning commenced to upgrade 1800 streetlights across the city so that it will increase energy efficiency, saving on running costs for Council and concurrently improving lighting levels and safety on our streets and footpaths.

Action 35 Elster Creek Catchment Partnership: Melbourne Water completed a business case to increase capacity of the Head Street drain in Elwood to reduce flooding in Elwood. A detailed investigation is now underway with detailed flood modelling, site investigations and design development to progress through 2021.

Challenges

Action 9 Energy Efficiency and Solar: The lighting upgrade at St Kilda Town Hall has been delayed as lighting requires certification under the Victorian Energy Efficiency Target regulations. This is expected to occur later this month.

Action 24 EcoCentre Redevelopment: This project is subject to external funding. Council, the EcoCentre and other stakeholders are exploring a range of funding avenues and considering construction schedules that will align with funding opportunities. Until this is resolved, the project remains on hold.

Don't Waste It! – Waste Management Strategy 2018-28

This strategy provides a blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip. It is a call to action for our community to work with us to manage waste better over the next ten years while we investigate new, advanced ways to manage waste.

Overall progress: Delivery of Council's 'Don't Waste It! Waste Management Strategy' continues, with six of the 25 actions (5, 6, 7, 10, 16 and 23) completed.

Update

Action 8 Council and community recycling education: Council's Recycling Reset campaign continues with the third inspection period nearing completion. As part of the program a recycling guide was mailed out across the municipality in mid-January 2021.

Action 10 Waste Management Plan Guidelines for apartments: Officers reviewed 14 Waste Management Plans, submitted with Planning Permit applications for new multi-unit developments in January 2021.

A food organics recycling trial was commenced in a multi-unit development in South Melbourne at the end of 2020. In January 2021, the first month of use, 290kg of organic waste was collected. This project will inform how food organics can be recycled in high-density apartments.

Action 12 Waste contracts that maximise recycling: PaintBack resumed collections in January 2021 and drop off recycling services at the Resource Recovery Centre are operating as they were pre-COVID-19.

Action 13 Trials for community and communal food recycling: 36 customer orders for Bokashi bins, worm farms or composters were approved in January 2021 via Council's Composting with Community program with Compost Revolution.

Action 20 Data collection to inform Council services: Officers have commenced collecting waste management data for CoPP multi-unit developments which will inform planning for future waste services.

Challenges

Action 15 Dumped rubbish collection and hard waste services: Over 1,500 hard waste booking requests were received in January 2021, resulting in a wait time for collections. Dumped rubbish requests increased by 20 per cent in December 2020, to over 1,000. Demand for services remains high, with many hard waste bookings exceeding the maximum collection volume. Several instances of illegal dumping were investigated by Local Laws Officers. Additional proactive sweeps for dumped rubbish were conducted, with new hot spots identified in areas surrounding Acland and Fitzroy streets and the St Kilda Botanic Gardens. Officers continue proactive inspections and installation of signage to deter illegal dumping, plus letterbox drops of leaflets educating residents about applicable fines and promoting legal waste disposal options.

Summer Rangers patrolled the foreshore, inland reserves and shopping precincts daily throughout January 2021 including the Australia Day public holiday. Use of the additional public litter bins are being encouraged and educating community about the impacts of litter on our bay and marine life.

DIRECTION 4 We are growing and keeping our character

Liveability in a high-density City

A City of diverse and distinctive neighbourhoods and places

Service measures



Report on outcomes

The indicator measuring performance for January 2021 under this strategic direction is on track.

Street cleaning audit compliance score is 92 per cent, slightly lower than the target of 95 per cent. This is related to weather patterns seeing high winds, hot weather and heavy rain events resulting in increased workloads. Results are expected to reduce slightly over the coming months as tree pollen and canopy coverage increase, resulting in additional tree debris within the streets.

Project Portfolio status



51 Projects under Direction 4

Major initiatives status updates

Status	Comments	Current approved completion	2020/21 Forecast \$'000
	<p>Gasworks Arts Park Contamination Management Plan</p> <p>Project is off track.</p> <p>Council officers continue to work with the Victorian Government and nominated environmental consultants to progress the Contamination Management Action Plan (CMAP). The draft Park Plan development has been delayed and will commence once the CMAP is finalised, likely in the first half of 2021. Further work to determine the extent of groundwater contamination is required and will continue into 2021.</p>	Jun 2022	300
	<p>Public Spaces Strategy Development</p> <p>Project is on track.</p> <p>Final changes to the Strategy are being made prior to the final review process. The graphic document is being designed and will be completed once the final text is approved. It is anticipated that the final Public Space Strategy will be ready for Council to consider in early 2021.</p>	Jun 2021	45

Status	Comments	Current approved completion	2020/21 Forecast \$'000
St Kilda Marina			
	<p>Project is on track.</p> <p>The project is awaiting the site contamination remediation plan, which is due mid-2021. This plan will be key to determine budget timeline for the work and program. The budget will continue to be monitored closely due to tight budget allocations for other activities.</p> <p>Following execution of the new lease on 16 December 2020, planning for the implementation of the new lease has begun. Working group and governance meetings involving City of Port Phillip and the future tenant occur regularly to support a smooth transition into the new lease on 1 May 2022 approaches. The project team also is working on the next phase of community engagement which will focus on the certain elements of the design.</p>	Jun 2021	175
Palais Theatre and Luna Park Precinct Revitalisation			
	<p>Project is off track.</p> <p>A review of the project timeline and scope will be undertaken in February 2021 to determine the next steps for construction.</p> <p>Pending this review, it is likely that construction won't start until mid-2021.</p> <p>Key achievements in January 2021 include the continuation of the town planning permit application, continuation of Aboriginal Due Diligence and Cultural Heritage Management Plan (consistent with the updated works extent to include Cavell Street and the Lower Esplanade) and continuation of design development for the decorative sheaths to be installed over Hostile Vehicle Mitigation bollards.</p>	March 2022	3,550

Approved or pending project changes

Fitzroy Street Public Toilet

Advocacy works required by Parks Victoria have resulted in schedule and design delays for the project. While two design options have been drawn-up, it is anticipated that the project will recommence once Parks Victoria confirms implementation can occur on the preferred location.

Fishermans Bend Program

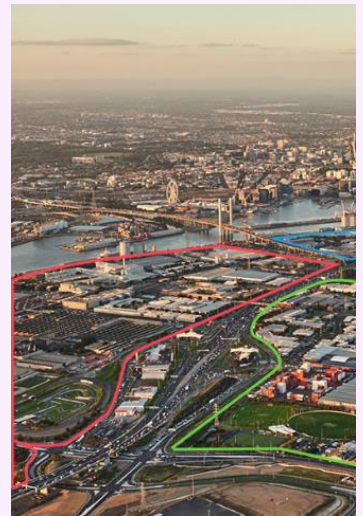
Fishermans Bend represents an unparalleled opportunity to reshape how Australia thinks about urban growth, housing, working and sustainable transport. This with quality public space and community facilities, and early delivery of fast and frequent public transport is a Council priority to ensure that the Fishermans Bend precinct maximises outcomes for current and future Port Phillip residents.

Status Update

The project is at risk given the delays in the program. At the end of January 2021, the program is currently behind schedule.

There are key risks associated with the governance and long-term financing of this program.

- Work continues on a number of key activities:
- Development of governance approach for discussion at CEO Forum
- Discussion regarding opportunities for South Melbourne Market
- Progression of Netball Courts on JL Murphy Reserve
- Alignment of schedule and Councillor Briefings.



Fishermans Bend Progress

Officers continue to successfully partner with the Department of Environment, Land, Water and Planning and the Fishermans Bend Taskforce as well as other relevant agencies such as Melbourne Water and Transport for Victoria, including VicRoads in:

- Providing pre-application advice for new, major development proposals in the Fishermans Bend Urban Renewal Area (FBURA), including meetings and written advice
- Assessing applications for new and amended planning permit applications and planning scheme amendments
- Advocating Council's decisions at hearings including VCAT and the Fishermans Bend Standing Advisory Committee.

Approvals

- 35 major planning permits approvals are current in the City of Port Phillip component of the FBURA (19 approved by the Minister for Planning and 16 by Council)
- Several major permits granted in the early years of the FBURA have lapsed due to not being started before their permits expired
- 6,380 dwellings and 242 serviced apartments will be constructed by 35 current approvals
- 957 dwellings by seven major approvals have been completed
- 17 approvals have started construction, comprising of 1,261 dwellings and 242 serviced apartments
- Council has successfully advocated for the provision of 151 affordable housing dwellings
- 23 of the affordable housing dwellings will be gifted at no cost to a housing provider.

Applications

- There are 20 major planning permit or Planning Scheme Amendment applications lodged and 5 pre-applications being discussed
- 5,234 dwellings are proposed in these applications

DIRECTION 5 We thrive by harnessing creativity

A City of dynamic and distinctive retail precincts

A prosperous City that connects and grows business

A City where arts, culture and creative expression is part of everyday life

Service measures

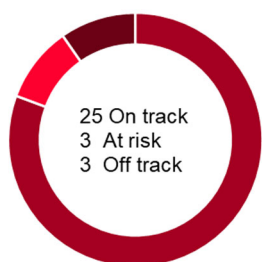
Report on outcomes



The indicator measuring performance for January 2021 under this strategic direction is off track.

The cumulative result for visits to library per capita is 4.52, below the target of 6.3. The main factor impacting visitor numbers has been the varied COVID-19 restrictions on access to library spaces including reduced opening hours, density caps on numbers allowable in buildings and timed visits. With the easing of restrictions numbers are progressively improving.

Project Portfolio status



31 Projects under Direction 5

Key updates

Program/Project	Achievements
Renew Fitzroy Street Welcoming creatives and entrepreneurs as part of Renew Fitzroy Street	The first Renew Fitzroy Street tenants have been handed the keys to their new shop fronts. Renew Fitzroy Street is a retail pilot program aimed at revitalising St Kilda's Fitzroy Street by filling commercial vacancies with artists, makers and social enterprises. Successful applicants are offered a vacant retail space where they can bring their creative ideas to life. As well as supporting local creatives, the project also aims to drive additional foot traffic to Fitzroy Street and support existing traders in the precinct. Our first tenants are Farm Goat, Mike Stretch Finds, Calistags Plants and ARTWORKS. Please visit soon and make them welcome. renewaustralia.org/project/renew-fitzroy-street

Major initiatives status updates

Art and Soul – Creative and Prosperous City Strategy 2018-22

Status	Comments	Current approved completion	2020/21 Forecast \$'000
	Project is off-track. Further structural assessments were completed in late 2020 and the onsite inspections have now been concluded. A report on the assessment and its findings will be presented once finalised. The Heritage Interpretation Strategy continues with three indigenous stakeholder groups and other heritage advisors involved. User group stakeholders continue to be informed on the status of the project.	Mid 22/23	640

Art and Soul – Creative and Prosperous City Strategy 2018-22

The Art and Soul – Creative and Prosperous City Strategy 2018-22 sets out the creative, cultural and economic development objectives for the City of Port Phillip. It outlines the cultural change and collaborative actions required over the next four years across a range of Council services, including arts, culture and heritage, economic development and tourism, festivals, libraries, markets, city planning and urban design, to create a thriving social, cultural and economic future.

While we are only half-way through the strategy, the COVID-19 pandemic has had significant impact on these areas of our City; and as a result, the remaining actions have been reviewed to ensure relevancy. This has been done in consultation with the Art and Soul Advisory Panel and other relevant stakeholder groups.

Changes and additions to the Outcome's Actions the following updates have been made to the action plan for the remaining 2 years of the program:

Outcome 1 – A City of dynamic and distinctive places and precincts

Action 1 to be amended to 'Work with local place users to co-create and implement local community hubs that reflect the demographics of our unique places. Use the planned weekend Playstreet events in East St Kilda, South Melbourne and Port Melbourne to trial the viability and success of such initiatives moving forward.'

Outcome 2 – A prosperous City that connects and grows businesses

Action 9 to be amended to 'Connect creative spaces: including buildings, studios, workspaces, co-working hubs and Council premises with community groups, school communities, not for profit organizations, businesses, philanthropy and interest groups to encourage new, innovative, and accessible uses of space, programs, and future businesses'.

Actions 10 and 12 to be combined as 'As part of the South Melbourne Structure Plan, investigate opportunities to protect and advance South Melbourne as a creative industries cluster including planning controls and the exploration of opportunities for Fisherman's Bend'

Action 15 to be amended to 'Develop a creative strategy for Fisherman's Bend comprising creative activations, new and established creative industries, cultural and community infrastructure and connections to Innovation Businesses and start-ups'.

Action 17 to be amended to 'Develop and promote a Business and Creative Sector Attraction and Investment Strategy featuring specific content relating to creative businesses'

Action 18 to be amended to 'Broaden the membership of the Art and Soul Advisory Committee to include expertise on rebuilding programs, focusing on Innovation Businesses and start-ups and High Capital Creative Industries such as Film and TV, Games, and Digital Technology.'

Action 20 to be deleted

New Actions

- Continue to support and measure Port Phillip's night-time economy recovery via the provision of trader, venue and other support and utilising and purchasing appropriate data
- Under the guidance of the Business Support Program, create a range of initiatives to create opportunities for businesses to build future resilience
- Update the Destination Management Plan and implement actions, to connect and grow visitor economy focused businesses.
- Curate and implement a Business Brand, linked to our overall recovery identity
- Use findings from initial recovery period to design and develop a longer-term strategy regarding the activation of Public Space
- Review Council's grants programs to ensure that audience, community and development outcomes are tangible and measured for both our creative and business communities

Outcome 3 – Arts, Culture and Creative Expression are part of everyday life

Action 22 to be amended to ‘Develop and deliver a Live Music Action Plan, working closely with musicians, venues, events and audiences of all ages and backgrounds, to better support, facilitate, regulate and grow a dynamic live music scene, including post-COVID-19 recovery of the local music industry.’

Actions 26 and 33 to be combined as ‘Design and deliver new and ongoing strategies to protect, develop, grow, and share the Port Phillip City Collection for the benefit of our community, including public programming, innovative uses of technology, and creative engagement.’

Action 30 to be amended to ‘Conduct annual reviews of all Council-produced Festivals and develop a set of creative and economic development KPIs to assess these against and make necessary amendments. Ensure that Council-produced Festivals are meeting the needs of our resident, visitor, creative and trader communities via annual feedback surveys.’

New Actions

- Acknowledge and promote the value of arts, culture and creative expression as a tool for mental wellbeing by ensuring creative programming is incorporated into wider-Council initiatives and programs on the topic
- Activate vacant shopfronts for creative purposes that is to host performances; exhibit art and for creative practitioners to set up temporary studios
- Offer incentives to local venues who engage local artists and/or musicians to decorate or entertain.

DIRECTION 6 Our commitment to you

A financially sustainable, high-performing, well-governed organisation that puts the community first

Service measures

Report on outcomes



Council’s Organisational Scorecard on the following page outlines detailed performance measures relating to our commitments under Strategic Direction 6.

The Organisational Scorecard provides insights into the overall performance in customer experience, governance, our workforce, financial management, assets and project delivery.

Project Portfolio Status



38 Projects under Direction 6

Key updates

Program/Project

Achievements

Customer Experience Program




Council staff are now using the new council budgeting, project management and reporting modules with any issues that arise closely monitored and rectified. These modules are supporting improved budgeting and tracking of Council expenditure, streamlining the process to deliver Council reports, manage organisational projects and assisting Council to more efficiently deliver against its commitments. The next phase of the website project is on track and includes the development of new sites for the South Melbourne Market which went live in February 2021, followed by the Esplanade Market and Libraries sites in early March 2021.

Major initiatives status updates



Status	Comments	Current approved completion	2020/21 Forecast \$'000
Customer Experience Program			
	Program is off track. Due to a key project that supports a Single View of Customer outcome. This project is behind schedule and requires a holistic view of customer transactions and relationships with Council. On other project elements, technology and process builds for the most complicated modules to support property and leases, debtors, customer request management, building and planning applications and issuing of permits to customers are nearing completion and will soon be ready for testing.	Jun 2021	9,649

City of Port Phillip Council - Organisational Scorecard

The following are the January 2021 results for the financial year 2020/21:

Improving customer experience and technology, and being more innovative		Latest results
TARGET:	80 per cent community requests completed on time	92 per cent 
	80 per cent community complaints completed on time	94 per cent 
	80 per cent calls answered within 30 seconds timeframe	31 per cent 
	<i>Calls answered within 30 seconds significantly dropped this month and continues to be a focus for the organisation.</i>	

Improving community engagement, advocacy, transparency and governance		Latest results
TARGET:	90 per cent risk actions on track	100 per cent 
	90 per cent audit actions completed on time (average)	97.84 per cent 
	90 per cent Councillor attendance at Council meetings	N/A
	90 per cent Council decisions made in public	N/A
	<i>There were no Council meetings held in January 2021 therefore Councillor attendance at meetings and Council decisions made open to public results are at not applicable.</i>	
	0 material legislative breaches (see legislative update section page 20)	1 
	<i>Zero material legislative breach have been recorded in January 2021. Further details on any past breaches in 2020/21 are provided on page 20.</i>	

Ensuring sustainable financial and asset management, and effective project delivery		Latest results
TARGET:	Financial sustainability risk rating of low	Medium 
	Operating savings (delivering efficiency and cost savings)	N/A
	80 per cent of major initiative project delivery is on track	69% 
	<i>Council project timelines were impacted by COVID-19 and adjustments are underway to transition to recovery</i>	

The following are rolling 12-month results: Inspiring leadership, a capable workforce and a culture of high performance and safety		Latest results
	Total recordable injury frequency rate below 21.8	17.00 
	Unplanned Leave year to date (days/EFT) below 10.8	10.40 
	Staff turnover year to date (days/EFT) below 10%	12.31% 
	<i>Despite being over target, turnover is trending down and is below the metropolitan average. This continues to be an area of focus for the organisation.</i>	

Legislative update

Material legislative breaches

No major breaches occurred in the month of January 2021.

There was one material legislative breach recorded in October 2020. The breach was related to the Education and Care Services National Law Act 2010 (National Law) and Education and Care Services National Regulations 2011 (National Regulations). After a compliance visit by a DET authorised officer, a noncompliance was found related to Regulation 133 (1) Requirement to have an early childhood teacher in attendance at the service. It was found the service did not meet the requirement at that time. The Early Childhood Teacher ceased her employment with the service in August 2020. During the COVID - 19 pandemic, the normal recruitment process was delayed. Council was meeting obligations of its COVID Safe Plan by not having staff travel between services and not utilising Agency staff and there were insufficient staff in our services to relocate to this vacancy. The position has since been filled. A challenge to this breach has been raised based on unreasonable expectation given the COVID period and the number of children present at the time.